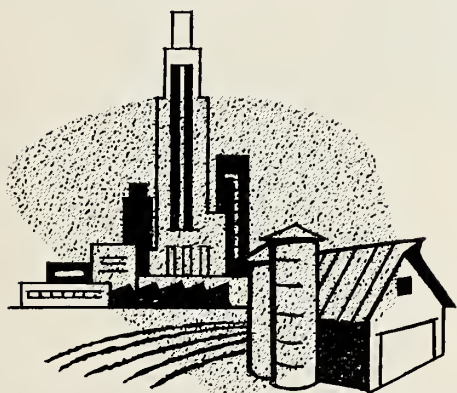


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SEPTEMBER 1956



EXTENSION SERVICE
Review

FARM-CITY WEEK, NOVEMBER 16-22



VOL. 27

SEPTEMBER 1956

NO. 9

Prepared in Division of Information Programs

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Published monthly by direction of the Secretary of Agriculture as administrative information required for the proper transaction of the public business. The printing of this publication has been approved by the Director of the Bureau of the Budget (July 31, 1955). THE REVIEW is issued free by law to workers engaged in extension activities. Others may obtain copies from the Superintendent of Documents, Government Printing Office, Washington 25, D. C., at 10 cents per copy or by subscription at \$1.00 a year, domestic, and \$1.50 foreign.

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WARM handshakes, words of encouragement, and a better mutual understanding are anticipated throughout the country as farmers and city folks link arms in observing the second annual Farm-City Week, November 16-22. In thousands of communities throughout the United States, and in Canada, too, farm and city people will meet together and enjoy each other in their efforts to get better acquainted and to learn more about each other's problems, viewpoints, and situations.

America has been noted for its citizenship efforts to voluntarily strengthen the bonds which weld people together in that unity of spirit and progress which is so vital to the destiny of a great Nation. Farm-City Week is an expression of this desire to live, work, and grow together in neighborliness.

Congress has recognized the importance of this farm-city partnership in American progress in its resolution designating the week of November 16 as National Farm-City Week. The resolution requests the President to issue a proclamation to that effect and to call upon the U. S. Department of Agriculture, land-grant colleges, State extension services, and other appropriate organizations to cooperate in advancing the objectives of the week.

County extension agents through the years have contributed much in year-round efforts to bringing farm and urban dwellers closer together and to strengthening understanding and appreciation of the American way of life. The nationwide accent

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COVER PICTURE

—William W. Broome, Vicksburg, Miss. businessman talks over the farm-city problems with Farmer Joe B. Scott and sons Jimmy and Bobby. —Photo by courtesy of Vicksburg (Miss.) Evening Post.

Tramp



or Pilgrim ?



FRANK L. BALLARD, Associate Extension Director, Oregon

PROGRAM projection is a year-old addition to extension terminology. It seems to imply in some quarters mysterious procedures, or at best, burdensome complexities, to add to an already complex situation. As with most ventures, extensive jargon has developed around the new term, and volumes of explanation have been released. But for practical considerations the whole process is as simple as can be. All it is, is deciding what to do with extension time. Program is only the things we do. Projection is looking ahead, planning what to do in the light of what we see. The traveler who doesn't know where he is going and why is a tramp; one who has a goal is a pilgrim.

Each part in planning must be considered in true relation to the whole. And so the heart of the whole program process is involvement of the people served. This is not a new theory, but with increased thought directed to program making it has gained new and greater emphasis.

The future of extension, I believe, rests squarely upon this basic element—involvement of the people in program making. Once accomplished with thoroughness and skill, the breadth and scope and increased number of extension projects that will be advocated in the future are beyond any possible estimate.

Involvement of the people in program making is not new; it was being done at least 40 years ago, and has continued in one form or another through the years. Unfortunately it has not been as thoroughly accomplished as it could have been. Too often a group of leaders met for only

1 or 2 meetings with the extension agent and then were dismissed. They acted only as a rubberstamp on the project suggestions previously made by extension staff members.

Commonsense tells us that their approach was not good. You must have systematic and well-planned discussions with county leaders of special-interest groups in order to bring out the major problems and most valuable suggestions as to objectives and goals.

If some overall county representation can then be solicited to sift out the more important suggestions and to establish priorities, a start is made in clarifying valuable longtime objectives and certain annual goals. It also develops within the consciousness of the leaders a sense of proprietorship in and responsibility for a county program.

Extension Is a Resource

In this sense, the extension people at both the county and State levels serve in a resource capacity. They develop certain skills in group discussion and in bringing consensus. On the county level, they act as executive secretaries in handling the groups and the committees. All this adds up to an excellent teaching method. It also has an affirmative effect upon extension staffs by bringing out the advantages of good staff integration. It is, moreover, a first-class public relations procedure as the strongest principle in public relations is a good program that correlates the public and Extension. From the standpoint of the people, perhaps the greatest value lies in development of lay lead-

ership as one of the main objectives of Cooperative Extension work.

The problems within any area of special interest require numerous meetings of the group before conclusions sound enough to enlist enthusiastic sponsorship can be reached. Convincing demonstrations throughout the country attest the effectiveness of this principle. The Committee on Extension Organization and Policy and the Federal office agreed with the farm organization group, which has been supporting increased funds in the Department budget for Extension, that these demonstrations had been sufficiently convincing to justify a thorough program-making procedure in every county in the country within a reasonable time. Results can already be tallied to show that a coordination with the people results in a better understanding of Extension's potentialities and a clearer concept by the Extension staff of the county's real problems.

Another result usually is agreement upon a longer list of problems than had been anticipated. Experience already indicates that these problems will go far beyond the technical points involved in the physical and biological sciences on which Extension has made most of its record, and reach into economic and social questions. Rural health education, safety, housing, public affairs, taxation, and rural zoning are examples of problem areas which already have been included. Often the leaders in the interest groups appreciate additional extension assistance, and cases of marked expansion in county staffs

(Continued on page 158)



PROGRAM PROJECTION

**"Let's have a clear-cut, down-to-earth
Extension program in every county."**

C. O. YOUNGSTROM, Associate Extension Director, Idaho

THE term, program projection, came into Extension use over a year ago when the Land-Grant College Association's Extension Committee on Organization and Policy took a firm stand on the need for a more intensive program making policy. The Committee believed the time was at hand to do a more effective job of building a clear-cut, down-to-earth extension program. Many difficult problems confront farm people today. They face a rapidly changing technology, rising costs, declining prices, loss of foreign markets, and shifts in raw materials for industrial use. Capital requirements have jumped. The risk factor is greater. The trend is to mechanization. There is a pressing necessity to increase the productive capacity of the land. All these are challenges to sound agriculture.

On the family living side, technology is changing household tasks so that home management and wise use of family income for goods and services are increasingly important.

In meeting these new problems a long-range extension educational program is required. The resources of rural people—the land, the water, the timber—must be developed wisely and efficiently, with an eye to both personal profit and the best interest of the Nation. These broad objectives can be accomplished successfully with an educational program in which farm people take responsibility for leadership and make wise decisions.

One of the main purposes of the Extension Service is to guide farmers toward their goals. From the beginning, the program has been based on practical methods of obtaining the most profit and enjoyment from basic resources. It starts with a clear understanding of what kinds of agriculture are best suited to an area. It moves toward the most rewarding re-

sults that can be expected by making use of knowledge and ingenuity. The plan is by and for the people.

Program projection is a means of bringing more people into the process. It projects in two ways. It looks beyond this year and next year in drawing the blueprint for the future. Plans are projected ahead. In the second place, program projection enlists the sound judgment of a broad representation of the people in deciding what the main problems are and the best way of solving them.

Of course, Extension has been operating on that foundation through its history. Program projection provides a working mechanism to establish a broader base.

The intensive emphasis on longtime county programs as proposed in June 1955 was supported by the farm organizations. The committee on organization and policy promoted pushed it. Extension administrators moved quickly to put it into effect. The committee asked each State to tackle the job at State and county levels. Regional meetings in August at Memphis, Salt Lake City, Chicago, and New York brought the purpose and method into focus for State extension directors. Shortly wheels were turning in the counties. That's where the program is actually developed. County agents took it to farm families. About 10 percent of the counties worked on program projection the first year. Then another group of counties joined the movement. Eventually all counties will adopt it.

A second meeting with farm organization leaders in June 1956 gave ECOP an opportunity to report on progress in this program-building process. Continued emphasis was

urged.

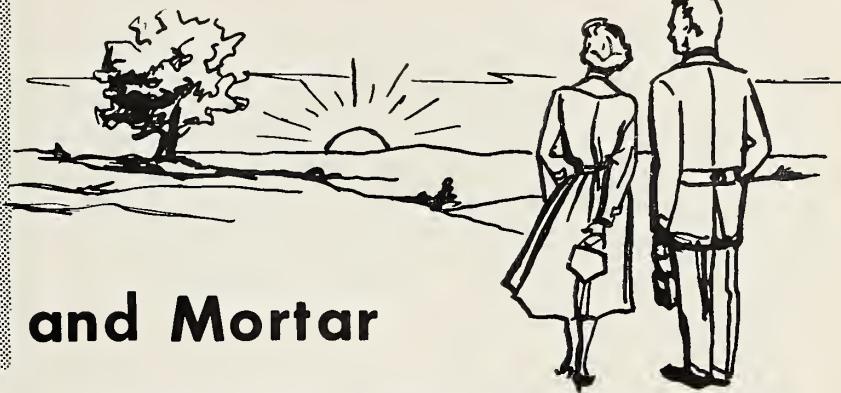
The idea involves the careful assembly of background information for thorough analysis of situations and problems. For this purpose county advisory committees are augmented by commodity committees, family living committees, youth committees, and special interest groups. The number of farm people involved depends upon the variety of agriculture and relative importance of its various phases. In every community it means more people on the land are bringing their best judgment to the common problem of how best to increase income, conserve resources, and provide a better standard of living. These committees weigh the evidence and chart the course.

Program projection is working. It is already helping rural people to adjust their sights to the future without losing view of the immediate needs. It is helping extension agents, subject-matter specialists, and administrators reorient their educational services so they can be most effective in meeting the desires of the people.

In a sense, program projection is a meeting of agricultural stockholders. Its approach is soundly conceived. It is not a one-shot panacea but rather the careful development of a broad and vital educational program. The process requires the time and talents of many leaders from big and little farms over a considerable period. It provides the basis for action, for Extension is an action program. If well done, program projection will lead only to greater satisfaction to the people served by the land-grant colleges and to enlarged opportunities and responsibilities for the Cooperative Extension Service.



More Than Brick and Mortar



By JOHN E. ROSS, Assistant Extension Editor, Wisconsin

SAWYER COUNTY, WIS., has discovered an antidote for a good many of its rural headaches. And the antidote shows signs of being a good one.

It's called program projection by the experts. To the people of this northern Wisconsin county, it means planning and working together for a brighter future.

Sawyer is no rich agricultural county. It's the fifth largest in Wisconsin, with almost 850,000 acres. But only 31,000 of these are cleared for crops. The land and the people alike suffered from the big-time timber rush around the turn of the century. The road back to productivity and good living has been difficult.

The county's immediate source of new wealth now lies in the ideas of its people. The potential for physical improvement is great.

County Agricultural Agent Sherman Weiss said they first started their projection committee back in 1946, more or less planning from year to year. In the latter part of 1955, planning was projected to 5 and 10 years and even longer.

County Agent Weiss, Mrs. Mary Lukes, home agent; and Kenneth Kiuzenga, farm and home development agent, pulled together all the background information they could get on the status of the rural economy, which included farming facts and also facts on forests and recreation. They called on extension specialists from the State University for advice and information.

Assembling the Facts

Here are some of the facts. The county in 1954 had 656 farms with

average cleared land, 47 acres; average size, 134 acres. The average farmer had 10 milk cows and 3 acres of alfalfa. His milk production was 6,100 pounds—over 1,000 pounds below the State average. At present, over 76 percent of the farms have incomes of \$2,500 and under. Only 2 percent have incomes over \$6,000.

Farms are not concentrated. Wild or forest land surrounds many units. Most farms have a large acreage of timber land, much of which is devoted to pasture.

The county has 52,000 acres of lake and 250 resorts—a large tourist attraction. However, present tourist pressure on the lakes is reaching the maximum.

The potential in private and public forests is high. After 1930 many of the private landowners let the land go tax delinquent; thus the county forest, State forest, and Federal forest were established.

The county has a large Indian population. Many of the people have low incomes, and when they are not gainfully employed they're a tax burden to the area.

Weiss assembled this information and more, and then called on his people. With the backing of the county agricultural committee, the county conservation committee, and the 4-H leaders, he called in a citizens planning group that represented all walks of county life—farmers, rural non-farm, forestry, recreation, Farm and Home Administration, Soil Conservation Service, Agricultural Stabilization Service, farm and home development, 4-H leaders, homemakers, homemakers' council, agricultural

committee, religious organizations, young farmers, breeding associations, and parent-teacher associations.

Individuals were selected "on the basis of each member's ability to work with others, his standing in the community, the success of the individual, and his willingness to give time to this type of planning."

Among the group of 30 were 9 husband-and-wife teams, because, says Weiss, "We are taking into consideration the needs of the entire family in our program."

Trends Outlined

The group met and discussed the information assembled by the county extension staff. They outlined these existing trends in their rural economy.

Fewer and larger farms—from 1,509 in 1935 to 1,016 in 1950, and from 90 to 140 acres average in the same period. Number of farms may eventually drop as low as 500. Larger farm units will probably be self-sustaining with very little income from outside sources. This is not now the case.

Specialization in agriculture is coming. Overall costs are too high for the small unit or the diversified unit. Farm buildings are now inadequate. Enlarging units will mean more buildings.

Industrialization is coming in the northern cutover areas. This will continue, particularly in the field of wood industries. Growth of rural non-farm population is on the increase, with factory and timber workers moving in.

Farm and rural nonfarm wives are
(Continued on next page)

seeking employment to help meet cost-of-living increase. They're working in small factories, retail stores, or teaching.

Shorter work weeks and more leisure time are on the way. Salaries are higher and more people are taking vacations. New sources of recreation are being developed.

Back to The People

After the group had met they went back to their separate communities to discuss the problems with all the folks they could meet, either individually or in groups.

Weiss says the committee got a lot of their ideas over a coffee cup in farm kitchens with the entire farm family sitting around the table. He estimates that more than 300 people contributed ideas.

The citizens' committee then re-assembled and came up with a long-range plan, "What we'd like to see happen to our county in the next 10 years."

Weiss says, "The plan is flexible, because we don't know what the economic situation may be. We'll review this thing every year to keep it moving. And we'll continue to use planning ideas and resources from the university."

Here are examples of long-range improvements suggested by the committee after their round-robin discussions.

Over 80 percent of the farms should be able to increase their income. Most of them should double it.

Acreage in cropland should be doubled on each farm to support enough livestock for increased income. This means clearing more land and uniting small farms. Livestock should be increased 150 percent on each of the farms.

Building expansion is needed on 75 percent of the farms to house additional livestock.

Double the use of agricultural lime. There are 10,000 acres of high value crops now. We need 35,000 acres.

Sheep numbers could be expanded three times the present number to use rougher farm areas.

An excellent summer egg market exists. The county could add 20,000 laying hens.

The broiler industry for turkeys

and chickens should be expanded enough to establish a dressing plant, byproducts to be used by mink ranchers. Present mink ranchers are not operating on a large enough scale for self-sustaining business. They should double present production.

The county has 20,000 acres of balsam and spruce on county-owned and private land that has potential value for Christmas trees. Programs should be introduced for management of natural stands. The surface is only being scratched on tree planting and timber stand improvement.

Home conditions need considerable improvement. Now 13 percent do not have electricity. Eighty percent do not have bath and toilet facilities. Seventy percent of homes and barns are without running water. Clothes washing by hand is practiced in one-third of the rural homes. Ninety percent of the homes need major repairs and remodeling.

We are reaching 420 youngsters out of a possible 1,500 in rural youth programs. The Indian youth population receives very little 4-H training.

There's considerable need for industrial development using local products. Many small farmers need to find employment in industry, locally if possible.

We need careful study to determine number of resorts in line with present natural resources and potential expansion.

Extension's role in the program has remained advisory. Weiss says, "We've learned a lot together. For the first time we're all really learning to know our county and realizing problems we haven't seen in the past." He adds, "Our people have taken on the view that Extension is the source of information to help do jobs more efficiently and effectively."

In Manitowoc County

Sawyer County in the North is one of 15 in Wisconsin moving ahead with the program. Over on Lake Michigan Manitowoc County is making great strides.

Here the pattern is similar, although Manitowoc is blessed with more fertile soil and more agricultural potential. Forty percent of the farms had incomes from \$2,500 to \$5,000 in 1954 and 32 percent from \$5,000 to \$10,000. Farm size has grad-

ually been increasing with number of farmers gradually decreasing.

County Agricultural Agent J. R. Buchholz called on his committee representing all phases of rural life to come up with long-range prospects. The committee devised these five problem areas that needed attention:

1. Lower the cost of production by increasing yields, cutting costs of dairy and other livestock production.
2. Lower the cost of marketing through participation in dairy promotion, bulk milk handling, special cattle, hog, poultry, and special product sales.
3. Adjust production to demand.
4. Conserve natural resources.
5. Better family living.

The committee also recognizes needs of rural nonfarm and city residents and includes programs for them.

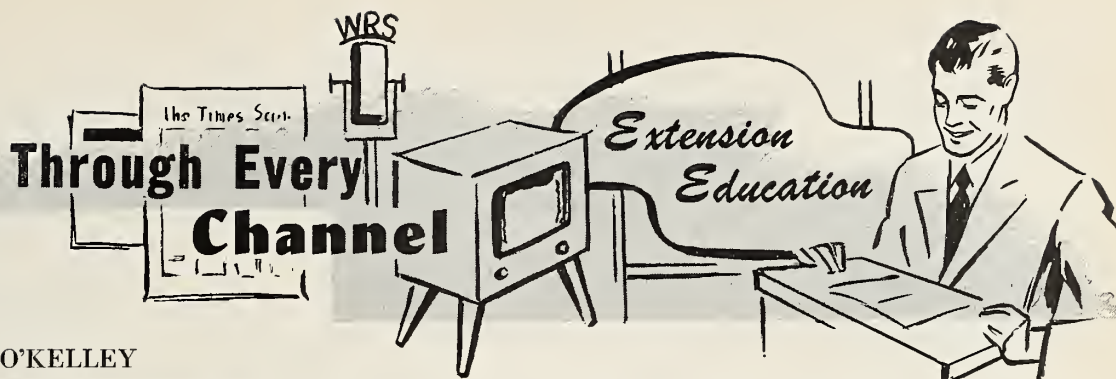
As in Sawyer County, the group has lined out an ambitious long-range program. There is direction in their work as a result of projection.

Tramp or Pilgrim?

(Continued from page 155)

because of the inability to accomplish the purposes in view are easily at hand.

Often some of the activities agreed upon by the lay groups are not directly within the administrative field of Extension. Here Extension has a wide-open opportunity to come forward in a leadership position. Through the years the extension agents, educators under the statute, have become recognized constructive community leaders. In this role they take a lead in bringing the resources of agencies not under extension administration to attention of the special-interest groups within the counties. They assist in working out the best means of local application of the work of these other agencies, whether State, Federal, or private. Thus, this hastily sketched process of deciding what and how to do it points toward a rural life program of which Extension's projects will be a substantial part but not the whole structure. The extension staffs gain understanding and support for their activities in the extension field and are supported in their leadership role to bring all possible help to the agreed improvement activities of the county.



CHARLES R. O'KELLEY
State County Agent Leader, Georgia

WE IN Georgia have long recognized that a county agricultural program, although skillfully planned, is of little value until it is thoroughly understood and accepted by the people whom it can affect. Many different approaches must be used if one is to be successful in doing this job. The mass media are very important in presenting agricultural programs to the people. I should like to mention briefly several of these approaches, all of which have been used successfully by county extension staffs in Georgia.

Printed Programs

Just as soon as the county program projection committee has completed the planning of the program, efforts are made to get the program printed. This is usually done in bulletin form and is financed by one or more local business firms or by the boards of county commissioners who sponsor extension work in many counties. Enough copies are printed to distribute to all farm families as well as business leaders.

Distribution is made through personal contacts and meetings such as home demonstration clubs, senior 4-H Clubs, various commodity groups, special community meetings, civic clubs, chambers of commerce, and the like. An attempt is made by the county extension workers to make this distribution when they can thoroughly discuss the program with the group at hand. Distribution is seldom made by mail as this has proved to be very ineffective.

Special Editions

A special edition of the county newspaper featuring the county agri-

cultural program often follows completion of planning by the projection committee. Primarily, this features the goals set by the planning committee. Articles are written by a representative of each agricultural agency in the county and by members of each subcommittee (such as livestock production and marketing, youth, and home improvement). In the special edition local business firms devote advertising to the program, calling attention to its significance and pledging their support. Very often the newspaper sends this edition out to each rural box holder, thus getting the program into the hands of every farm family. Throughout the year, county extension workers and the various committees continue to use the local newspaper to tell the public how the program is developing.

Radio and Television

Many agents have found radio and television extremely helpful in presenting the county program to the public. The county agent and home demonstration agent often invite the chairman of the county program projection committee and one member of each subcommittee to appear with them on radio or television to present the program. Several programs are often devoted to this important task. Then, throughout the year, these same people take advantage of radio and television to keep the public informed of progress being made toward carrying out the county program.

Community Meetings

Community meetings are usually one of the main media through which farm families are kept informed

about the planning and development of the county program. Visual aids such as slides, charts, and flannel-graphs play an important part in presenting information in an interesting and understandable manner.

Involvement of Other Organizations

Most organizations in the county use the county agricultural program as a guide in assisting rural people. This includes such organizations as health department, welfare department, chamber of commerce, and civic clubs. It is only natural that these groups should use the goals set in this program as their guide, since each group is represented on the county program projection committee. Local business firms, such as banks, fertilizer dealers, and farm implement companies, also offer whatever assistance they can to the development of the program.

Followup

The real success in the development of a county program, once it has been carefully planned by the county program projection committee, is dependent upon the year-round continued interest and determined efforts of both the overall committee and its subcommittees. These committees must meet periodically to take stock of accomplishments and make additional plans for giving an extra push in the weak spots. Mass media are often called upon to keep the program before the people at all times. With loyal committee support and the use of proper methods, the county agent and home demonstration agent are headed for success in county program projection work.



The Soil Bank

**OFFERS EXTENSION WORKERS
EDUCATIONAL OPPORTUNITIES**



JOHN B. CLAAR and E. P. CALLAHAN
Federal Extension Service

THE 1957 soil bank program, recently announced, presents some important management decisions to farm people this fall and winter. To what extent shall we participate in the acreage reserve? The conservation reserve? How will participation be likely to affect our family income? Our work load? The risks we run? In light of the opportunities the soil bank presents to us, what changes should we make in our farm business? For example, would any changes in our numbers of livestock be necessary or to our advantage if we participated? Any changes in our labor force, equipment, fencing, storage space, or credit arrangements?

Educational Help Wanted

Certainly these are some of the questions that farmers will bring to extension agents this fall and winter. There are no "pat answers" to farm management questions of these kinds. Educational help, if it is to be effective, must be given in terms of the specific problem and situation in each case. It must be in the form of helping the farmer or family relate the facts to the problem and "think it through," rather than telling them what to do.

The reason for this is that the best answer—the best course of action—usually depends not only on the "facts" of the program, prices, and yields, but also on the farm and family situations, resources, and alternatives. For example, one farmer may have a skill which provides an opportunity to earn a high rate of pay for part-time work. That opportunity may make it desirable for him to put all of the cropland he can in the soil bank so as to reduce his

farm workload. Another farmer may want to do the same thing in order to take life a little easier. Still another may have no such opportunity or desire.

A Useful Tool

Extension workers have a good tool for helping farmers weigh such alternatives. It is the partial budget, a device for summarizing the various consequences expected to result from a contemplated change. Farmers appreciate the opportunity to learn how to budget the likely effects of various

degrees of participation in the soil bank on their costs and income.

Included with this article is an outline for a partial budget of contemplated participation in the soil bank. It calls for detailed information that is available locally, particularly information on costs of producing crops. It can be used for estimating the effects of one year's participation in the acreage reserves or participation in conservation reserve for a longer period of time.

Most farmers will need several copies of the outline, for example,

SUGGESTED PARTIAL BUDGET

For Local Adaptation

If I were to put acres of in the
acreage conservation } reserve, I would expect the following consequences:

1. Reduction in certain items of gross income—

I would produce for sale approximately

.....fewer { bushels
 cwt.
 bales } of (product)
 pounds }

*Approximate
reduction*

At per , this would mean reduction in
(price) (unit)

gross income of approximately..\$

2. Increases in certain costs—

*Approximate
increases*

..... { lbs. } of seeds on land in reserve @ \$.....\$.....
 bu. } price

..... { } of on land in reserve @ \$.....\$.....

Construction of \$

Purchase of feed to replace that which would be

grown—

..... of @ \$.....\$

Total 2, Increases in costs \$.....\$

3. Reductions in certain costs from not growing the acres of

			Approximate reductions
Seed, fewer	$\left\{ \begin{array}{l} \text{pounds} \\ \text{bushels} \end{array} \right\}$	@ (price)	\$
Fertilizer	fewer tons..	@
Insecticides	fewer pounds	@
Tractor fuel	fewer gallons	@
Custom work	fewer $\left\{ \begin{array}{l} \text{hours} \\ \text{acres} \end{array} \right\}$	@
Hired labor	fewer days	@
.	fewer	@
.	fewer	@
Total 3, Reduction in costs			\$

4. Increases in certain items of gross income—
Additional sales of that I would produce with labor, equipment,
or other resources not devoted to the acres of put in
the reserve:

			Approximate increases
.	$\left\{ \begin{array}{l} \text{bushels} \\ \text{pounds} \\ \text{cwt.} \end{array} \right\}$	@ (price)	\$
.	@	(unit) (price)	\$
Soil Bank payments			\$
Additional ACP practice payments			\$
Increases in wages, custom work fees, etc., that I would receive			\$
Total 4, Increases in gross income			\$

5. Effect on net income
(4+3-2-1)
4. \$
3. \$
Subtotal \$
2. \$
1. \$
Subtotal \$
Effect on net income \$

6. Other effects
Contribution to surplus reduction
Reduced risk
Increased conservation and fertility
Change in value of the real estate
.
.

one copy for minimum participation in the acreage reserve, a second copy for maximum participation, and copies for evaluating participation in the conservation reserve. But the usefulness of the budget lies in comparing the estimated outcomes of different alternatives.

The outline will need to be adapted in some cases. County workers may want to request help from their supervisors or the State office in revising and reproducing it. For example, a cotton grower may need two lines in Section 1—one for lint cotton and a second line for cottonseed. A corn

grower in the commercial areas who contemplates overplanting his allotment may need to consider, in Section 1, not only the reduction in the number of bushels he will probably produce if he puts corn land in the acreage reserve, but also the fact that reducing to his allotment will make him eligible for the support price. Also, he may need to decide what he would do with land he takes out of corn production but does not put in the soil bank, and how this would affect his costs and prospective income. These would call for slight adaptations in Sections 1, 2, and 4.

How to Use the Tool

It is important to note that only the costs that would be affected by contemplated participation in the soil bank are taken into account in the suggested budget outline. The object is to estimate the effect of contemplated participation on the individual farmer's net income. It is not necessary to estimate his net income, or the items of receipts and expenses that will remain the same whether he participates in the soil bank or not.

In a short period of time such as a year, the cost of tractor fuel to grow corn would be reduced by putting some of the corn land in the acreage reserve, but the depreciation on the tractor and equipment would not be reduced perceptibly in most cases. On the other hand, putting a substantial part of the cropland into the conservation reserve for a period of years might reduce the depreciation of farm equipment. Less use of the equipment might result in less frequent trade-ins or in larger trade-in allowances, or in less ownership of equipment.

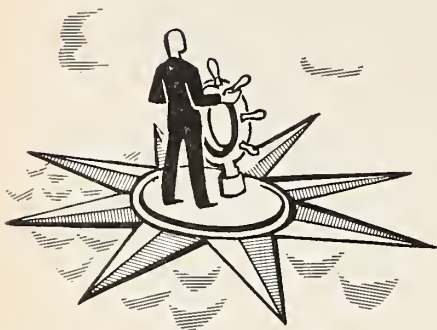
It should be emphasized that each farmer will need to enter different data in his budgets. For example, one farmer may be able to get along without a hired man by participating to his maximum in the soil bank. Another may not be able to reduce the cost of hired labor because he must keep a hired man in any event and must hire him full time or not at all. Still another farmer may not have any hired help.

This is not to say that no useful generalizations are possible. Experience in helping farmers to budget the opportunities the soil bank presents to them will enable an agent to formulate some very useful rules that will save time. Such rules will have to do with cost rates, yields, and relative profitability of typical alternatives. It will eliminate the need for further detailed budgeting of some alternatives, and save time that can be spent on the more promising ones.

Other Important Considerations

In addition to the estimated effect on net family income, each farmer must consider certain other factors if he is to arrive at sound judgments
(Continued on page 162)

We Know Better



Where We Are and Where We Want To Go

MRS. GENE SMITH MOODY,
Associate Editor, Virginia

Extension workers in 12 Virginia counties believe that program projection has helped them pinpoint their progress and chart a course.

"IT HAS brought people together and helped them see their needs more than any other extension planning program we've ever had." So says T. M. Hepler, county agent in Montgomery County, Va., concerning the much talked-about program projection. He and the Montgomery County home agent, Mrs. Kate Estes Hodge, share the enthusiasm of other agents in the 12 counties selected to pilot program projection in Virginia.

With the help of a team of extension specialists and district agents, background information has been made available to each of the 12 counties. With this and the counseling of county people, including professional and businessmen, it is possible for the agents to pinpoint where they are and steer a straighter course to where they want to go, say, 10 years hence.

Program projection already is showing specific results. In Smyth County, Agent H. B. Eller reports the formation of a countywide lamb marketing pool, as a result of a planning meeting with the county livestock committee. Some 3,000 lambs belonging to 40 producers were included in the program. "The pool is highly satisfactory to the participating raisers," Eller says. The lambs are graded by a representative of the State Division of Markets, weighed, and sold by a sales committee. To date 4 shipments

totaling over 1,500 lambs have been made. One indirect result of the pool has been the use of State lamb graders at 2 nearby auction markets for the first time in about 4 years.

Increase of sheep numbers in Smyth County was also an aim. So far 581 ewes have been brought into the county under the accelerated extension program. These were obtained at prices which will save the growers around \$4 to \$5 a head over the cost of similar ewes in late summer.

A third sheep project suggested by the livestock committee at the planning meeting was the training of a local man to shear sheep on a custom basis. "Done!" is the tag put on this project.

Heretofore in many counties the emphasis of extension work has been determined by the economic importance of various agricultural products. Now, as a result of program projection, other things are coming to the fore. In Montgomery County, for instance, rabies control, health and nutrition programs, general cleanup, and other interests are getting renewed stress. The agents there claim a better application of extension effort to problems of the people, more initiative on the part of local leaders, and better dovetailing between agricultural and home economics programs. "We are in a better position

than ever before to work with the chamber of commerce and the city and county planning commission," they say.

From the State viewpoint, Assistant Extension Director G. C. Herring has this to say: "Agents and specialists in the past; whether extension programs involved people in the planning procedure or not, generally thought only in terms of annual programs. Program projection has directed attention to the need of long-range planning which will provide the basis of the annual plan . . . agents learn more about their counties. In the past, agents have not to a sufficient extent used the facts as a basis of determining needs and opportunities."

Program projection? There are a few wrinkles left yet to iron out. But by and large, it seems that Virginia likes it.

The Soil Bank

(Continued from page 161)

and a course of action that "squares" with his situation and the things he holds dear.

Reduction of risk is important to most farmers. Each needs to ask himself "What is it worth to me to have a specified, sure income in lieu of part of my crop?"

The increased conservation, and in some cases increased fertility, that will result from participation in the soil bank, are important and valuable. Each farmer must decide how much they are worth to him.

Finally, the soil bank program is aimed at the surplus problem. Each farmer needs to estimate how much his participation will reduce production (Section 1 in the budget outline). He may be willing to sacrifice some prospective income in order to help bring supplies into closer balance with consumption in hope of improving the price for himself and other producers. If so, he must decide how much short-run prospective income he is willing to sacrifice as his contribution toward reducing surplus. And if he will, by participation in the soil bank, produce more of some other product (or service) for sale, he will need to consider what the market for it will be.

Facts and Dreams

the stuff plans are made of

by LISLE L. LONGSDORF, *Extension Editor, Kansas*



PROGRAM projection is long-term planning. Sound planning results from a thorough study of available facts. These facts need apply to the individual farm, family, and community in which the family lives.

Facts become the basis for the local people in studying the situation and identifying their problems. Then comes the advancement of the program of education and action to correct or eliminate the unwanted problems in rural living.

Facts are gleaned from studies and surveys made by State and government agencies working within the county. These facts are then brought together and evaluated by the farm people under the leadership of the county agent staff.

Program projection involves collective planning by farm people with guidance from county and State personnel of the Extension Service. Contributions are in the form of organizing study and planning sessions. Once the people in the county begin planning with basic facts in hand, the planning then becomes sound and broad in scope and takes on the "forward look."

Cite Two Specific Areas

Program projection may be reported by citing two specific areas. First, the longtime program of the Finney County Agricultural Council representing the approach taken by individual counties in all areas of the State; and second, the Great Plains Program as it affects some 31 counties in western Kansas, including Finney.

In the winter of 1954, facts were compiled in preparation for a long-term program in Finney County. The

county agricultural extension council chose to work through 12 project committees. Each project committee related its work to a certain phase of the Extension Service program. These included: 1, Balanced farming and family living; 2, crops and soil conservation; 3, livestock; 4, dairy cattle; 5, recreation; 6, farmstead improvement; 7, consumer education; 8, health and nutrition; 9, home management; 10, public services; 11, community cooperation; and 12, parent education.

Committees met and studied their present situation. They listed and ranked the most important problems so as to help the county council determine problems needing most emphasis. A committee of council members and agents combined the suggested solution to these problems into long-term objectives.

Significantly, these committees began their planning with a thorough evaluation of the resources of Finney County, which included inventories of natural resources including land, water, climate, and others such as gas and oil; present use of natural resources; namely, crop and rangeland, livestock and livestock products, and other resources; human resources; and community resources as rural organizations and other local facilities.

So, in this typical county, known facts became the cornerstone on which future planning was based. A plan of work which incorporates extension teaching methods is being used by county agents, State specialists, and other cooperating agencies to tackle "unwanted situations" in community living as determined by the respective committees.

The Great Plains Phase

The Great Plains program as it affects some 31 counties illustrates fact finding, farmer planning, and program planning.

Late in May 1955, Kansas Extension Service representatives attended a meeting held by the Secretary of Agriculture and governors of 10 Great Plains States at Denver, Colo. It was agreed that a program for Kansas as proposed at Denver would do much to stabilize agriculture in the 31-county area.

In September 1955, Kansas developed a Great Plains project with the aid of "special need" funds allocated by the Secretary. This included employment of an area agriculturist and an area agricultural engineer. These individuals assisted the county extension agents and local leaders in an examination of existing resources, problems confronting agriculture, and in exploring solutions. Counties were encouraged to develop plans for county Great Plains programs. Farm and area demonstrations for wind-erosion control were established. Individual farms were selected for demonstrations on efficient use of available resources.

Late in February 1956, district meetings were held for farmer representatives, county agents, and other representatives of agencies of the U.S.D.A. These meetings were to train leaders in the processes to be used in the development of county Great Plains programs.

Six areas were chosen for study; namely, land use, wheat problems, livestock and feed reserves, erosion, fluctuating income and credit, and new proposals.

(Continued on page 170)



A soil profile is exposed to a 4-foot depth, either by cleaning off a bank or digging a pit.



The various soil layers are marked with pegs so that their thickness can be determined.



The first layer is sand, its thickness is determined.

Miniature Soil Profile Monoliths

LYLE B. LEONARD,
Extension Specialist in
Soil and Water Conservation,
Kentucky

MOST soil problems concern both fertility and physical properties.

Either may be most important, but they can seldom be separated. This means that the physical nature of soils needs emphasis in extension teaching, just as does fertility.

It has generally been somewhat easier to teach fertility. Soil-testing work provides on-the-spot information, and results of fertility treatment are often rather spectacular. To keep soils education in proper balance, however, methods of teaching physical

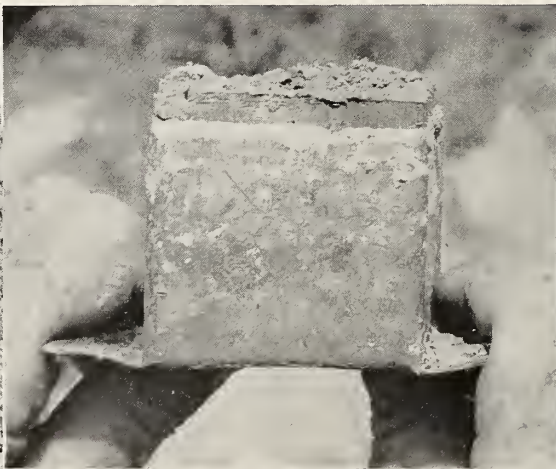
properties must be developed and used. Soil monoliths can help.

Miniature monoliths made on a 25 percent scale are:

1. Large enough to be seen easily at a meeting, and small enough to transport easily.
2. Arranged to show the soil profile in its true relation.
3. Attractive, being new, and showing very apparent contrasts.
4. A way of bringing soil to people.
5. A way of bringing many soils together where comparisons can be



Apply adhesive to as much of the tray as the soil samples will occupy.



Remove the block of soil from the sampler by pushing out the stopper block.



Insert the soil in the tray. The soil samples have to be moist.



making one-fourth of
at bottom.

The sample is removed after loosening carefully
with a wide blade.

Any excess earth is broken off to leave a natural
broken surface.

Soil Monoliths Are Easy To Make

made readily.

Soil monoliths can show effectively:

- Drainage and aeration. Color is usually a reliable indication.
- Something of structure, if care is used in getting a broken surface exposed.
- Amount of topsoil. Color and structure are good clues.
- Depth of soil favorable to roots. Rock layers, gravel deposits, and to some extent pan layers are shown.
- Stoniness or shallowness that

would be associated with drought.

- Organic content of surface layer. Soil monoliths do not show texture nor slope.

Materials needed for making soil monoliths are:

- Samplers—three, in sizes 2 by 2, 2 by 1, and 2 by 2½ inches will suffice for most soils.
- Blocks to fit in the sampler and serve as stoppers.
- Trays—with an inside measure of 2 by 12 inches. Material for the

tray illustrated below consists of 1 back 15 by 4 by ¼ inch, 2 side rails 12 by ½ by ½ inch, and 2 end rails 3 by ½ by ½ inch.

- Adhesive—such as glue, wing dope, etc.
- Fixative—consisting of vinylite resin dissolved in acetone or methyl-isobutyl ketone or a mixture of the two.
- Tools consist of a mattock, hammer, a long bladed knife or narrow trowel, and pocket knife.



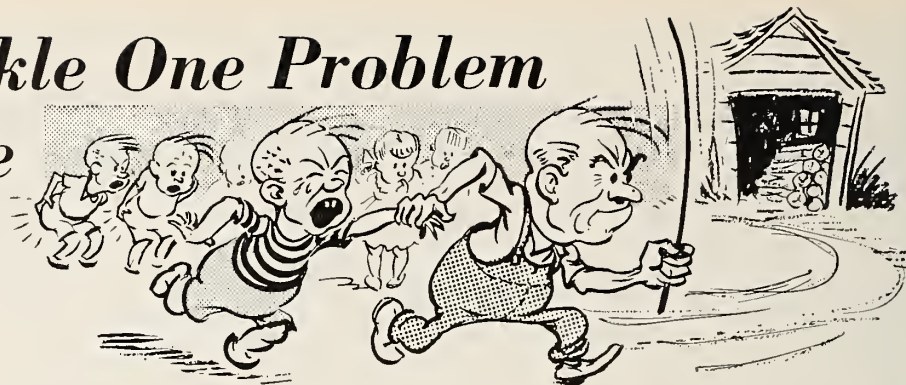
Crumbly soil may
with fixative.

When the tray is filled it will be in the same
relation as the natural profile but in 25% scale.

Soil monoliths can be used in many ways. Here
they attract a good deal of interest.

Let's Tackle One Problem at a Time

Progress Reports of Several Counties



Merrimack County, N. H. committees urge a leisure time program to ease some of their juvenile delinquency headaches and smooth the way toward a more wholesome community life. 4-H Club work has important part in the community development program.

ON THE initial questionnaires which all members of the Merrimack County Program Projection Committee filled out, there was almost unanimous agreement that juvenile and parent delinquency was a major problem in the county.

After seven different meetings to discuss problems, solutions, and committee goals, it was still the consensus that there was a vital need for a parent-training program on child development and an organized program for the leisure time of people of all ages.

Donald F. Sinn, director of recreation for Concord, met with the committee and explained the needs and possible development of an organized recreational program.

A recreational program needs professional leadership to train and guide local organizations and individuals. It should consider both rural and urban communities, both youth and adults, and the individual who does not at present participate in any activity as well as the social individual.

It may be organized as a State agency, as a service by the State university, on a district or regional basis with paid staff or with a local advisory council.

Such a program should help the residents of any area lead a well-rounded life. It should include activities, social as well as athletic,

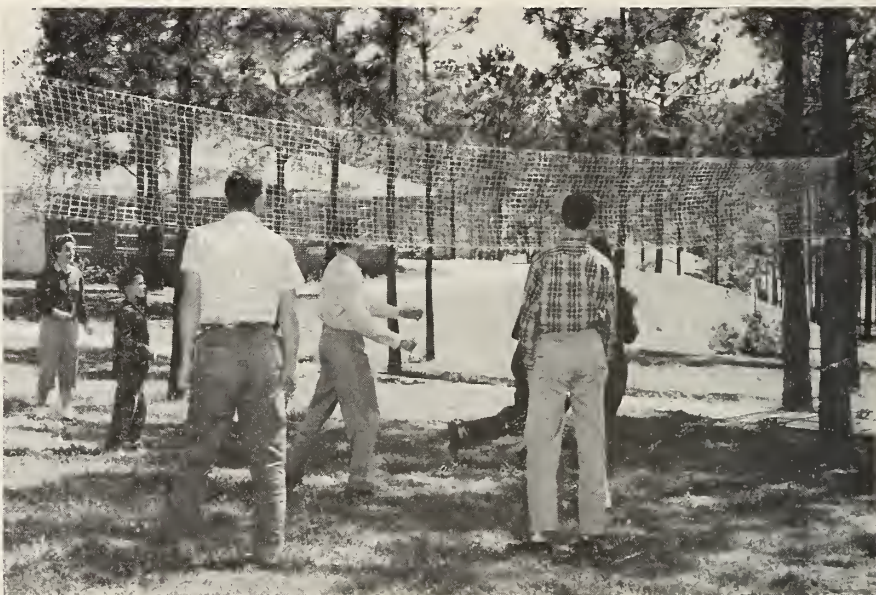
crafts for personal enjoyment, and educational subjects for personal improvement. It could contribute, but not be the sole factor, to better mental health and to a reduction in delinquency, both adult and juvenile.

The committee believes there is a need for an organized leisure time program in Merrimack County and that a subcommittee should be named to contact other organizations with similar interests to study the possibilities and procedures of establishing

such a leisure time program in Merrimack County. This subcommittee should report its findings to the general committee for further decisions.

The committee organized a meeting which was held on June 4 to consider the possibility of a countywide recreation council for Merrimack County.

Waldo Hainsworth, New England representative of the National Recreation Association, was the featured speaker. Richard Tapley, director of the Bristol Community Center, described the type of program which had been successful in that small community. Patricia Olkkonen, University of New Hampshire recreational specialist, showed a movie, *Leaders for Leisure*, and demonstrated some social recreation leadership.



Student youth groups enjoy recreation at 4-H Club Center, Rock Eagle, Ga.

During the meetings held by the committee, it was decided that an adequate recreational program would help to curb juvenile delinquency and lead to a more wholesome community life. A study of the possible solutions pointed to a recreational council of voluntary leaders as the most likely answer. Home demonstration and 4-H Clubs would be expected to play constructive roles in the community development program.—*Mrs. Emily W. Ferguson, Home Demonstration Agent, Merrimack County, N. H.*

In Coos County, N. H.

THE COOS COUNTY program projection committee delved into the area of overall county problems last October with much enthusiasm and earnestness. Preliminary discussions brought out such a variety and scope of problems that it was decided to classify them into agricultural and nonagricultural types. Those of an agricultural nature included management of farm business, farm labor, farm tax, farm credit, market for farm products, farm-city relationships, protection of natural resources, farm safety and fire protection, increase of gardens, investigation of possible poultry enterprises, how to get research to farmers, forestry, and conservation of soil and water.

The nonagricultural problems covered health conditions, sanitation, more home economics and agricultural courses in high schools, recreation for all age groups and its development in relation to tourist trade, transportation, keeping young people in the county, and helping retired groups with adjustment problems and extra income.

The committee feels that some of these problems fall under the responsibility of the Cooperative Extension Service, while others can more logically be referred to other agencies. However, the committee would like to work toward actual plans of action for all these problems and others which may be studied later. The committee has also gone on record to follow through to the point of evaluating results after plans of action have been implemented.

In its last meeting before adjournment for the summer, it set up goals to be realized and outlined some spe-

cific plans to be carried out by subcommittees during the summer.

The thinking of the committee has already influenced the 1956-57 program planning of the county home demonstration council. In Coos County, the program projection committee sees its work as only just beginning and appears to be eager to go on with the job.—*Mrs. Ellen L. Denison, Home Demonstration Agent, Coos County, N. H.*

Problems in 31 Texas Counties

Problems of people grow out of their needs and wants. The complexity of modern rural life, intensified by the commercialization of agriculture, makes the solution of these problems increasingly difficult. Higher living costs, plus larger investments, have narrowed profit margins so that mistakes made by farmers are more costly to them as well as to the total economy.

Problems listed most frequently by county agents in 31 sample counties include: High production costs, lack of adequate farm and home records, inadequate home food supply, poor quality livestock, insufficient local leaders, inadequate marketing programs for specific commodities, lack of farm storage facilities for small grain, low milk production per cow, and soil erosion by wind and water.

Solutions to all these problems are undertaken by special committees or subcommittees of the county program building committee. The problem of high production costs has many facets but only one case will be used here to illustrate the point.

With the release of grain sorghum hybrids, seed multiplication acreages were worked out with apprentice growers. These hybrids were grown under the direction of the Texas Agricultural Experiment Station cooperating with the Texas Agricultural Extension Service. Seeds from successful plots were returned to the experiment station for redistribution through extension channels. Within a short time adapted hybrids will be determined for each area in Texas. With the plan for increased seed production now in use, supplies should be adequate. Increased yield per acre

will mean lower production costs of grain sorghum.

The farm or ranch and the home are the points at which available research findings must be brought together for application to real problems. The timelag gap between something becoming known and its use by the public must be narrowed. The extension worker has an important part in helping to fit the pieces of technical "knowhow" together for satisfactory operation.—*Dr. W. N. Williamson, Assistant Extension Director, Texas.*



Extension agents helped Texas farmers apply research on hybrid sorghum.

In Randolph County, N. C.

Because the major concern of farm people is to increase net farm income, the program projection committee in Randolph County, N. C., set 8 goals they hope to reach in the next 5 years.

B. P. Jenkins, Jr., farm agent, and Mary Rose Badgett, home agent, listed the following goals set up by the committee: Provide better markets; produce more efficiently; increase yield per unit; produce, consume, and conserve proper foods; build and conserve soils; manage forest lands properly; use credit wisely; and provide adequate housing and more conveniences in the homes.

There is a trend for more and more farm women in Randolph County to seek employment. Decreased net farm income has made them feel that they

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must help earn cash income to meet their monthly cash operating expenses. This trend is resulting in a big change in family life which is not conducive to wholesome living, according to Miss Badgett.

Food surveys reveal that people are deficient in the consumption of milk and dairy products, green and yellow vegetables, citrus fruits, and vitamin C vegetables, yet 25 percent of the income has been spent for food.

After summing up their problems, this dissimilar group of people planned a number of ways to accomplish their ambitious objectives.

Jenkins reports that they plan to use demonstrations, to expand use of leaders, and to make more and better use of communications media. Since Randolph County has not had a community development program, the committees decided that improvement of community conditions would be a major step toward their goals. Developing 4-H Club work, using more educational meetings to inform people of findings of research, and making more personal contacts were methods suggested by the committee.

Commodity committees were set up and discussion groups were organized in their communities. The committee further felt that another way of helping farmers carry out recommended practices was to work with businessmen, particularly seed, feed, and fertilizer dealers, urging them to recommend to their customers results of research.

Since Randolph County's goal is a 5-year plan, Jenkins said their 1956 goal is to reach 20 percent of their objectives.

Other agents working with program projection in the county are Douglas Young and E. M. Stallings, assistant farm agents, and Ida M. Black, assistant home agent.—*Virginia M. Nance, Assistant Editor, North Carolina.*

Graduate Credit to Learn Insect Control

To speed the control of cotton insects, a special course with graduate credit is being taken by county agents in Louisiana. N. E. Thames, district agent in the northeast, which is predominantly a cotton-producing area,

originated the idea. It was approved by the College of Agriculture at the university and the General Extension Division. Meeting once a week at the St. Joseph Branch Experiment Station, the agents will receive 4 credit hours which can be applied toward a master's degree. The course has 2 hours of lecture and 4 hours laboratory work, meeting a sufficient number of times to obtain the credit and to cover the control measures for cotton insects.

Farm-City Week

(Continued from page 154)

on building better farm-city understanding, begun last year and to be repeated again in November, provides a better organized means for climaxing such efforts with one concentrated observance.

Kiwanis International is acting as the national coordinating agency, drawing together and backing the efforts of agriculture, education, industry, civic and professional organizations, mass media, churches, and all of the many groups interested in advancing the movement. An independent public-service minded steering committee representing all facets of national life has developed the policies to guide the movement.

Farm-City Week, which appropriately concludes on Thanksgiving Day, will be featured, of course, in newspapers, magazines, on the radio and TV, and many national and regional observance events will be arranged. Governors will issue proclamations, business firms will stage at-homes for rural people, and many other activities will be undertaken.

But the greatest success in developing a public awareness of interrelated farm-city interests will stem from local activities, voluntarily conceived, planned, and brought to fruition by the initiative of responsible local citizens and groups. County extension workers have had much experience in contributing to the success of such community objectives.

No doubt, you will get further information about this nationwide movement from your State extension director, who has been contacted by Kiwanis International. You may wish to lend your strength in supporting Farm-City Week in your county.

WE'RE A Better Team

ALLEN S. LELAND, State County Agent Leader, Massachusetts

WORCESTER and Hampden Counties in Massachusetts are heavily populated urban areas of diversified agriculture. Both counties make use of the Extension Service administrative, advisory, and commodity groups. In addition there were contacts made with a large group of local people in three different Hampden County towns.

In both counties the people wanted additional programs for non-farm and suburban young people of 4-H Club age. Help was also needed in organization and leader training, and home-owners want more information on ornamental horticulture.

Better team cooperation among staff members has resulted from working more closely together on county needs. The boards of county extension trustees have also developed a better understanding of the total county extension service and of important county problems.

Public awareness of the value of consumer food marketing news brought about newspaper and radio releases that now make information available to all the people in both counties. In addition, food fact information is sent each week to home economics teachers, and school lunch managers, public institutions, and rest home directors.

Public affairs will receive some attention in Worcester County through educational programs for local zoning board members, town recreation committees, and the training of town moderators. The farmers who would be affected by a new toll road were given helpful information on rules and procedures.

In Hampden County, 20 percent of the 225 people involved in program projection were new to the Extension Service. Some of the changes probably would have taken place without program projection, but it has deepened the understanding of county needs and problems, particularly those which the Extension Service can help directly or indirectly.



SIFTED FACTS, backbone of a program

LIKE State and county extension workers, the Federal Extension Staff has been digging up some facts which point up national trends in population, health, housing, production, marketing, nutrition, family relationships, and other areas of concern to extension workers.

Translating these facts and trends in terms of possible future developments as well as local needs and objectives is part of a big job shared across the country by all extension people. This article explains how the Federal staff expects to proceed from here.

COUNTY EXTENSION workers know that one of the important steps in the process of improving county program development is a study of the facts and trends of production, marketing, utilization, consumption, family and community living, and similar areas. This is done with many local people in order to develop both an immediate and a long-time program to meet their needs and interests.

The Federal Extension staff decided if they were to be of maximum advisory assistance to their counterparts in the States they would need to know more about such facts and trends nationally. Because it is important to know what the changing emphasis in extension education may be in the years ahead, there was a desire to study the present situation and recent trends, and then take a look at the potential and make some longrange program plans.

Early in 1956 the entire staff of the Federal office divided itself into the following working committees: (a) Basic assumptions, (b) population—labor force and the family, (c) family living, (d) community services, (e) commodities, and (f) use and conservation of natural resources. With the exception of basic assumptions, all committees further subdivided into subcommittees with specific assignments. All information and research facts having a bearing on the subject were explored. Information was obtained from the Agricultural

Marketing Service, Agricultural Research Service, Forest Service, Soil Conservation Service, Commodity Stabilization Service—all in the Department of Agriculture; Department of Health, Education, and Welfare, Department of Labor, Department of the Interior and Bureau of the Census. Books and other publications dealing with facts and trends were reviewed.

Each committee prepared a report on the basis of the current situation, trends in, and projections ahead for 5 to 10 years. The entire staff had an opportunity to hear all of the reports at a staff conference and to discuss the implications in relation to program projection in the States. Several complete sets of the reports have been sent to each State Extension director. The Federal Extension Service subject-matter leaders are supplying special reports to their counterparts in the States. Similar information adapted and expanded in the States and counties can be useful to local leaders in helping them to determine a long-range flexible educational program to meet their needs. This is being done in many counties at the present time.

For the Federal Extension staff what has been done is just a beginning. The group has already agreed:

- (a) That these reports should be kept fluid and revised periodically.
- (b) That each individual would work with his or her counter-

part in the States in interpreting the facts and helping apply such facts to the State.

- (c) That all staff members who have a responsibility for assisting States in the program development process should also become more proficient in the methods and procedures of program development.

The administrative staff, that is, administrators, division directors, field agents, and task force chairmen, are planning a 1-week seminar in the fall to review the research literature and give consideration to four areas of work in the field of program projection.

1. Develop a statement on philosophy and clarify purpose and terms.
2. Develop methods and skills in the collection, interpretation, and use of background data, including devices for presenting data to planning groups.
3. Develop skills in involvement of people, motivation and the group process.
4. Develop an evolutionary process of moving from present methods and procedures to long-range planning (sometimes called program projection).

After this seminar, procedures will be worked out to involve the entire Federal Extension staff in a training program on methods and procedures.

All of this effort is motivated by a
(Continued on next page)

(Continued from page 169)

strong desire on the part of the Federal Extension staff to become more proficient along with State and county workers in their role of providing educational leadership to the people within the fields of agriculture, family living, and related subjects. Our concern is that program development happens in the county in a way that involves many people who are well-armed with factual information as a basis for intelligent decision making.

Facts and Dreams

(Continued from page 163)

Each of the 31 counties held from 2 to 4 meetings from which evolved a definite county program. The county meetings were attended by the farmer-county leaders working on this special project.

April and May calendars called for a summarization of the 31 county programs into a State summary. This summary consolidated the various statements of situation, problems, and suggested solutions. Again, district meetings were held by the county leaders to examine the State summary of current and long-range adjustments. These proposals were published as a June report, recommending changes applicable to Kansas agriculture.

Basically, the county planning groups worked from this guiding principle, "Ideas must be understood if individuals and groups are to discover the problems . . . Opinions must be respected if they are to arrive at satisfactory solutions . . . Facts must be faced if the solutions are to be workable."

Each of the 31 counties agreed to designate one representative for the county on a continuing regional committee to complete the planning process. Thus far, deliberations have emphasized production and income from the farm units. As soon as this phase is under operation, it is planned to move into the family side of the problems and work out desirable solutions. It is recognized that unless the production and income of an area is stabilized, there is little that can be done on the family living side.

Analysis of Needs . . . a First Step in Program Projection

Wyoming Extension Specialists

LET'S look at six Wyoming counties that have had program projection emphasis. They present four types of farming and ranching, yet all the people have a common interest. They want to know how to better themselves financially, socially, and spiritually.

The different problems in those counties fall into three major headings. Here's how they stand.

Farming and Livestock

Management is of vital concern to all our farmers. National farm programs point toward less production of some crops, yet each farmer must produce in large enough volume to keep in business. It's as simple as that.

Most farmers see the need for growing crops that don't contribute to a surplus, but they still want to know what those are and what it costs to produce them.

Two counties are looking for alternative crops to replace those taken out of regulated plantings. Another county believes it's important to adjust to the soil bank plan.

Nearly every county has a livestock problem, important because it provides almost three-fourths of the agricultural income to the State. Ranchers want to know what it costs to produce a calf to weaning age . . . to produce a yearling . . . a 2-year old. When prices for calves are down, many operators are tempted to try another type of operation. Not all ranches are flexible enough, nor, if they were, would it be desirable to change. These folks also want to know how big a family unit should be.

Of course, cost of operating includes management, percent-calf crop, calf weights, feed, labor, taxes, interest rates, and other costs that aren't

easy to reduce when prices received for calves are low. Ranchers also want to know the feed value of improved forage varieties. They want field-size demonstrations to see how cattle winter on new grasses.

Because of drought conditions, livestock operators are looking for ways to reseed and improve rangelands. This year, counties have held demonstrations, on request, with a new range seeder developed by research agronomists and engineers. Other folks have asked to see the machine used on overgrazed lands and where there are sagebrush and other low-yielding plants.

Family and Community

About 65 percent of the rural folks in these six counties have telephone service. Naturally, others want it, too. But they're having trouble because distances from ranch to town and between ranches often are many miles, requiring large construction expense.

Most folks have electricity. To some it is new, and for some it is on its way. Those who do have power want to know how to get the most for their money. They also want to know about wiring and safe use.

Increased consolidation of schools has brought questions about efficient use of money for buildings, buses, and road improvements. Road planning continues to be a major item on county planning committees. Folks want their needs met on farm to market roads, better RFD service, and school routes.

People want better medical service, ways to deal with high freight rates, and ways to use irrigation water when additional storage facilities become available. They often mention community and family relations as a problem. Family life conferences have been popular, and requests for them are increasing.

Maybe we have had a slow start with program projection in our State, but we figure we've also made some rather rapid strides. For instance, we've found that groups know their problems well and once they get information for a solution, they go to work in a hurry. Next thing we know, they have another problem. It keeps us hopping.

The Higher You Aim . . .

Folks in Spartansburg, S. C., are not afraid to make big plans so long as there are enough people ready and willing to get behind progressive action.



S. C. STRIBLING, Agricultural Editor, South Carolina

SPARTANBURG County farmers and others interested in the farm problem in this progressive South Carolina county now have a carefully planned, well-balanced, long-time agricultural program for the county. This program has established definite goals and objectives to guide individual farmers, farm leaders, agricultural agency workers, and others in a common effort to improve the agriculture of the county in years ahead.

The program is the result of the combined thinking and planning of the Spartanburg County Agricultural Committee, representatives of farm and home organizations, agricultural agency workers, business and professional workers, and others interested in the development of the agriculture and rural life of the county.

The enthusiasm, good judgment, and wise leadership of the county extension staff were important factors in getting the program prepared and approved. In the achievement of the objectives and goals set up in the program, these county extension workers will work closely with the farm leaders and others in the county.

Realizing the importance of the program to the future of the county, the extension staff proceeded step by step as follows:

1. Men and women district agents of the State Extension Service met with the county extension staff to discuss the proposed program and decide upon the procedure to be followed.

2. The county extension workers met with the executive committee of the county agricultural committee to plan a definite method of procedure and to set up subcommittees subject

to the approval of the county committee.

3. The county extension workers met with the overall county agricultural committee and other farm and business leaders of the county, explained the proposed program and methods of procedure, and got the approval of the committee and confirmation of the various subcommittees.

4. Sufficient community meetings of farm people and others were held to explain the program, get ideas and suggestions on problems needing solution, and to select additional representative members to the county committee.

5. All basic statistical data available for the county were assembled by the extension agricultural economics specialists and other extension specialists and placed in the hands of the county agents and, in addition, available data from local agencies were obtained by the local agents.

6. Steps were taken to see that subcommittee chairmen were thoroughly acquainted with the plan and with the methods of procedure.

7. Meetings were held with the

various subcommittees to study the present county situation, the trends, problems and solutions of the phases of the county program with which each given subcommittee was concerned. Appropriate specialists of the State extension service met with each subcommittee and assisted them with their studies and planning.

8. The executive or steering committee for the county met and heard the reports of the various subcommittees and approved their inclusion in the overall county program.

9. The longtime county program was written and carefully checked.

10. The program in its final form was presented to the overall county committee and given final approval.

The program is now being explained at community meetings, in news articles, by radio and television programs and by all other available methods. County extension workers, vocational agricultural teachers, soil conservation workers, and representatives of other agricultural agencies, business, commercial, and professional groups are working for its adoption and application.

Spartanburg County is one of the larger counties in the State. It has an area of 531,000 acres of which 358,782 acres are in farms. The 1954 census of agriculture showed there were 5,547 farms in the county averaging 64.7 acres in size. The reports show there were 4,371 white farm operators and 1,176 nonwhite operators in the county in 1954. A total of 1,802 or 32.5 percent of the farms were operated by tenants. The county is a highly industrialized one, and the trend toward industrialization is increasing. There are 44 textile plants

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Modern household equipment is being installed in farm homes of the county.

and a total of 180 industrial plants in the county which employ about 25,000 persons, many of them members of farm families. A rather wide variety of farm crops and farm enterprises contribute to the farm income of the county. These include such crops and enterprises as cotton, peaches, grain, corn, truck crops, dairying, poultry, beef cattle, and woodlands. The county is located in the foothills of the Blue Ridge Mountains, and conservation of soils and natural resources is an ever important problem.

To assemble and evaluate data covering such a wide field of situations and trends and to formulate plans for improving these situations was a big task, and naturally the report and projected program are extensive.

The summary statement of the program presents: (a) the combined reports of the subcommittees on the present situation and trends in the county, (b) the potential situation possibilities, (c) the problems impeding attainment of the potentials, (d) the immediate and longer range recommendations to solve problems and reach goals set by the people in the direction of the full potential, and (e) the projected program for extension education.

The projected program for extension education calls for additional emphasis on the farm and home unit phase of extension activities. More families will be given assistance in developing plans better suited to their individual farms and homes—plans which will enable them to increase efficiency, get maximum farm income, and use their income for maximum benefit of the entire family.

It is planned to expand the community development program, and to train community leaders, provide them with suitable information, and help them carry out their responsibilities.

The projected plan calls for more work with dairymen to help them plan their operations for greater efficiency and to manage their herds better so as to reduce operation costs.

Hog grazing and feeding demonstrations are planned to help expand swine production; further assistance will be given to poultrymen in the rapidly expanding poultry enterprise;

special emphasis will be placed on pastures and feed crops to meet the needs of a rapidly growing livestock industry in the county; assistance will be given peach growers in order to emphasize recommended practices in the production, harvesting, and marketing of this crop which is a multi-million dollar industry in the county; and renewed emphasis will be given to helping individual farmers with crops that are important on individual farms which have accounted for only a small part of the county's farm income in recent years.

Other important phases of the agriculture of the county to be included in the projected expansion of the

extension activities include: Greater emphasis on proper forestry management and marketing of forestry products; control of crop pests; assistance to individual farmers and farm groups in the conservation and wise use of their soils; 4-H Club activities; and the use of better seed, better fertilization, cultivation, harvesting and marketing practices, and more efficient use of land, labor, machinery, and credit.

Extension Service workers also plan to give greater emphasis to improving farm homes and home life, and to helping farm families in the fields of clothing, foods, and nutrition.

Early Results of Program Projection

HAROLD B. SWANSON, Extension Editor, Minnesota

PROGRAM projection in Minnesota, like other States, is still in its infancy. Eighteen counties have had preliminary meetings, and some have worked out definite plans for the future. However, there has not been enough time to place any of these plans into operation.

In these early stages of program projection, the agents in the counties involved have done a thorough job, striving for broad involvement and for a real expression of the needs and desires of local people. In many cases, the agriculture of the county has been thoroughly studied for the first time. In one county, program projection meetings have had the effect of convincing many people that the extension program did not belong to any one organization or one group. Consequently, broader, deeper understanding of Extension was an immediate result. Besides showing that Extension could reach all groups of farmers, these meetings also pointed to the fact that Extension could also reach suburban areas and that there were needs for the extension educational program here.

In another county, program projection type meetings brought a greater realization on the part of the county auditor of the scope of the extension program and enlisted for the first time his full and understanding support for extension work. He came to realize that Extension is

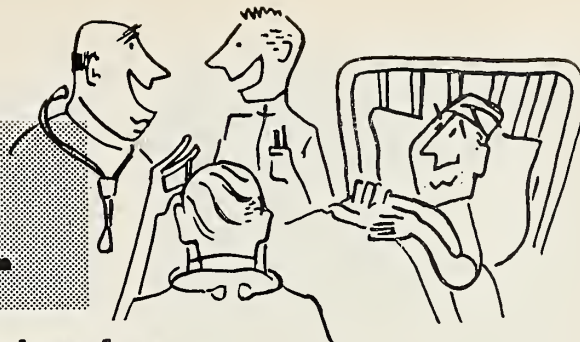
equipped to serve many nonrural people in this area, which was largely a metropolitan area.

In another county, each member of the extension committee invited a guest, usually a nonfarmer, to sit with him in some of the program projection meetings. Thus, bankers, builders, public officials, public health workers, business people, and industry became acquainted with the extension functions and even gave suggestions for improving the extension program in the county. With these suggestions came their pledge to help and support the program.

One banker commented that he had had to turn down many farm loans because farmers had very inadequate records or no records at all on which he could base his loan decision. He was pleased to find Extension stressing the importance of farm records and systematic farming and offered to lend his support to any program such as this.

In many counties, agents—experienced as well as inexperienced—have said that they thought they knew the county before program projection. However, they say that they realize that they weren't fully acquainted with all aspects of the agriculture of the county, and now know it much better because of this effort. This perhaps was a case of failing to see the forest because of the trees, and program projection helped remedy this situation.

Diagnose and Prescribe . .



That's a part of program projection

LAWRENCE L. BROWN, Lincoln County
Extension Chairman, Washington

PROGRAM planning or program projection, whichever you choose to call it, has been going on in Lincoln County, Wash., for several years. However, during the war years and for a short while thereafter, not much was happening.

The three extension agents on the Lincoln County staff are relatively new. Lois Scantland has been on the scene the longest, having come to the county in September 1953.

Because the three agents and the secretary were new to the county, they felt it was a good time to revitalize this proven extension method; particularly when Frank Webster and Helen Noyes, state agents, asked them to be 1 of 6 counties participating in intensified program projection work.

All the staff concentrated on studying the county situation, trends, problems, and existing organizations. Information obtained at district extension conference on outlook material, marketing, and statistical work of the Crop and Livestock Reporting Service was helpful.

Since there was not an overall county agricultural planning committee, we have worked with separate groups. Background material and an analysis of some problems were discussed by such groups as county livestock association, subordinate and Pomona Granges, 4-H leaders' council, soil conservation district board of supervisors, crop improvement and county wheat growers' associations, chambers of commerce of the various towns, Cow Belles, Grange home economics and agriculture committee, home demonstration clubs, and county home demonstration council.

These groups seemed to find it stimulating and thought provoking to

look at the past and present and delve into the future. They haven't been approached with any proposal for organizing a county agricultural planning group. But we feel they will come to that themselves when they see the need for it.

A few meetings have been held. Probably many more will be necessary for any group to study and arrive intelligently at decisions. We don't plan to do the job in a meeting or two, or in a year or two. People must have time to study, to exchange ideas, and to arrive at opinions and decisions which will improve family living in the county.

In cooperation with the county Pomona Grange an invitation was extended to all subordinate Grange agricultural and home economics chairmen to talk with extension agents on outlook for agriculture and family living, price-cost squeeze, and long-range plans. Agents Field and Scantland presented as a team the topic, *A Family Looks at Planning*, adapted from material prepared by State Specialists Lila Dickerson and Art Peterson. Other material from the census was available. The group indicated an interest in continuing this type of meeting in the fall and winter months and possibly getting other groups together to discuss the same type of information and to plan together.

Following are some of the organizations interested in program planning and a few of the subjects suggested:

Home demonstration council—Farm families have more free time available. This is an opportunity for them to study and to know more about the

world around them. Less physical labor but more management is required for farming. Older parents and young adult families need to develop together an outlook for the future where both are involved in a farming operation. They need to consider financial planning, health, and nutrition, with emphasis on problems of teen-agers and older people.

Grange agricultural and home economics committee chairmen—Life on the farm and in the farm home needs to be made more attractive to young families. Farm families should let others know that they are really sold on their way of life and are intending to improve it, rather than move away from it. Two families on a farm, younger and older generations, have problems to work out to the best interest of each family and for successful, longtime farm management. Rural roads need to be better and more dependable. Continuing education for rural and farm people is important, as well as recognition of the fact that most young farm people will not continue to be farm residents. Farmers need to continue to participate in the organized wheat associations to determine steps for successful operation. The willingness to encourage individuals to study their total farm operation, like farm and home planning, was expressed. The suggestion was made that similar meetings be held once or twice during each year.

County 4-H leaders council—Suggested 4-H leaders get together by communities. They liked the idea of holding 4-H project meetings with members, then holding the general business and recreation meetings for all members to attend.

Farm Advisers

"BONE UP" at Traveling Conference

REUBEN ALBAUGH, Specialist in Animal Husbandry, California



Display of carcass cut-out values of US 1, US 2, and US 3 carcasses.

Dr. Hubert Heitman demonstrates the use of the lean measurer, and Lin Maxwell, records measurements



A NEW SYSTEM offered California farm advisers in "boning up" on new material is called a traveling conference. This type of inservice training meeting has become very popular in the field of animal husbandry in the Golden State. Usually 2 days are spent visiting ranches and demonstrations in 4 or 5 counties. These travelling conferences are carefully planned for timing, subject matter, and the presentation of demonstration material.

Here again the program is well balanced, and method and result demonstrations are presented on meat animals. In the county that is being visited, the farm adviser acts as host and presents a large share of the subject matter at each stop. Specialists and research men assist.

This training has a double-barreled effect. It is not only an excellent way to show livestock farm advisers results and methods of extension work, but at the same time it stimulates their thinking on possible field trials that might be conducted in the counties back home. Then, too, the farm adviser presenting the demonstration gets extra training in doing this important job. When other farm advisers see one of their coworkers in action it boosts their morale and gives them more courage to do this type of work in their county.

(Continued on next page)



Cattle grading and type discussion.



Lin Maxwell, farm adviser of Tehama County, discusses grades of butcher hogs.



Farm Adviser Glen Eidman discusses self-feeding silos.



Walter Johnson, farm adviser of Placer County, demonstrates implanting stilbesterol in the ear of a calf.



"I make a motion that ... We Appoint a Committee"

T. E. ATKINSON, Extension Economist, Arkansas

In long-range county planning and action, why and how are people involved? Who works on these committees? Arkansas finds some of the answers in their experiences.

(Continued from page 174)

The conference allows the farm adviser to get out of his own county and become acquainted with how other members of the service plan and do their job. Such a tour makes their own job more interesting and enjoyable. It creates enthusiasm and optimism, and stimulates vision.

With this program, research men become better acquainted with extension personnel and have a chance to see their research work demonstrated and put to use in the county.

After a traveling conference of this type, Assistant Director J. P. Fairbank, who took part, wrote:

"You and your colleagues did an excellent job of planning and presenting a wealth of subject matter information. Along with the technical subject matter, all of you who were on the program demonstrated good extension work. I have in mind such things as how to conduct field trials and how to report them. They demonstrated good procedures in holding field meetings and in running field tours on schedule, also how to talk to a group in the field and use illustrative materials.

"A fine part of this traveling conference was the demonstration of the splendid cooperation our farm advisers have with cattlemen."

PROGRAM projection is promoted in Arkansas by means of the committee system. This system of committees obtains maximum participation in program projection development and execution.

Whether the task at hand is the development of a longtime county agricultural program or the preparation of the annual county extension plan of work, the same committee system is used from year to year.

The committee system consists of two types of agricultural committees—community and county as well as subcommittees of these general types. County maps, such as the one of St. Francis County, outline all the neighborhoods and communities. These facilitate the mechanics of the committee system. St. Francis County has 51 neighborhoods within its 6 communities. The smallest community has 3 neighborhoods; the largest has 19.

Community agricultural committees usually consist of a man and a woman from each neighborhood in the community, who in turn elect their own chairman. It is desirable that neighborhood representatives be elected, but in case of vacancies, they are sometimes appointed or serve on invitation from the county extension agents.

The county committee is composed of the chairman of each community committee and one farm member of the opposite sex, selected by the community committee. This assures rep-

resentation by men and women from each community in the county. Ex officio members of the county agricultural committee include the county judge, key banker, county press representative, farm organization delegate, president of the County Council of Home Demonstration Clubs, president of the County Council of 4-H Clubs, and 4-H Club leader. Usually ex officio members also include a representative of each agricultural agency. It is important, however, that the majority of committee members be farm men and women.

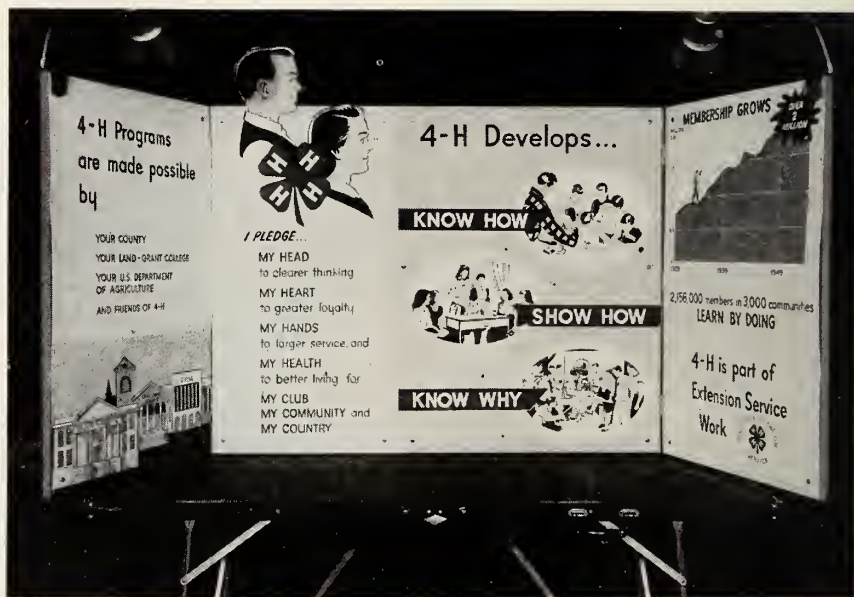
To facilitate the work of the county committee, several subcommittees are set up. The chairman of each subcommittee is a member of the county agricultural committee, but other subcommittee members are chosen at large from the county.

In St. Francis County examples of special interest subcommittees are: Farm organizations, home demonstration clubs, 4-H Clubs, agricultural credit, beef cattle, health, and home industries. Subcommittees are usually more helpful in executing the county agricultural program than in planning it. The reports of the chairmen, however, are valuable in determining the rate of progress as well as future potentials.

Programs such as these offer leadership training and selection opportunities for county extension workers. We in Arkansas consider program development and execution a process, and this committee system provides continuity to the process.

DO YOU NEED EXHIBITS

*for displays in store
windows, banks,
and at county fairs?*



Exhibits in several Extension subjects in kit form are being planned by the Federal Extension Service. The kits will contain silk screen artwork in color designed to fit on a light gray pegboard background. You can easily build the background, which can be folded and carried around. The center panel is 4 feet wide by 3 feet high, and the side ones each 3 feet high and 2 feet wide. The pegboard background can be used over and over again for these kits or for your own exhibit materials.

The first kit is on the general subject of 4-H Club work. You can get this kit at contractor's cost, \$4.70 each plus postage. This does not include the pegboard background.

The packaged kits weigh 4½ pounds. Please indicate whether you wish them sent by rail or air parcel post and include the amount in your check.

Orders accompanied by checks should be sent direct to:

Ad-Print Screen Process Company
727 Third Street NW.,
Washington 1, D. C.

For a copy of the pegboard plan and information on other exhibits check with your Extension editor or visual aids specialist.